

**IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES AND  
ELECTRONIC HUMAN RESOURCE MANAGEMENT (e-HRM)  
IMPLEMENTATION ON THE EMPLOYEE PERFORMANCE: STUDY ON  
EMPLOYEE OF INDOWORLD COMPANY THE REGION IN MOJOKERTO  
INDONESIA**

**THESIS**



By:

AR-EECHA BENDUSA

201620280211046

**MASTER MANAGEMENT OF POSTGRADUATE PROGRAM  
MUHAMMADIYAH MALANG UNIVERSITY**

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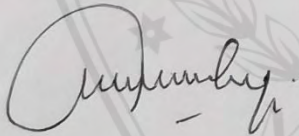
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Proposed by:

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**201620280211046**

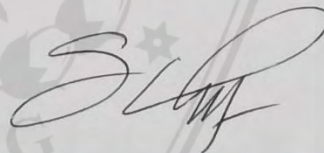
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Advisor I



**Dr. Achmad Mohyi, MM**

Advisor II

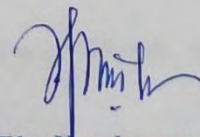


**Djoko Sigit Sayogo, M.Acc, Ph.D**

Director of directorate of  
Postgraduate Program



Head of Program Study



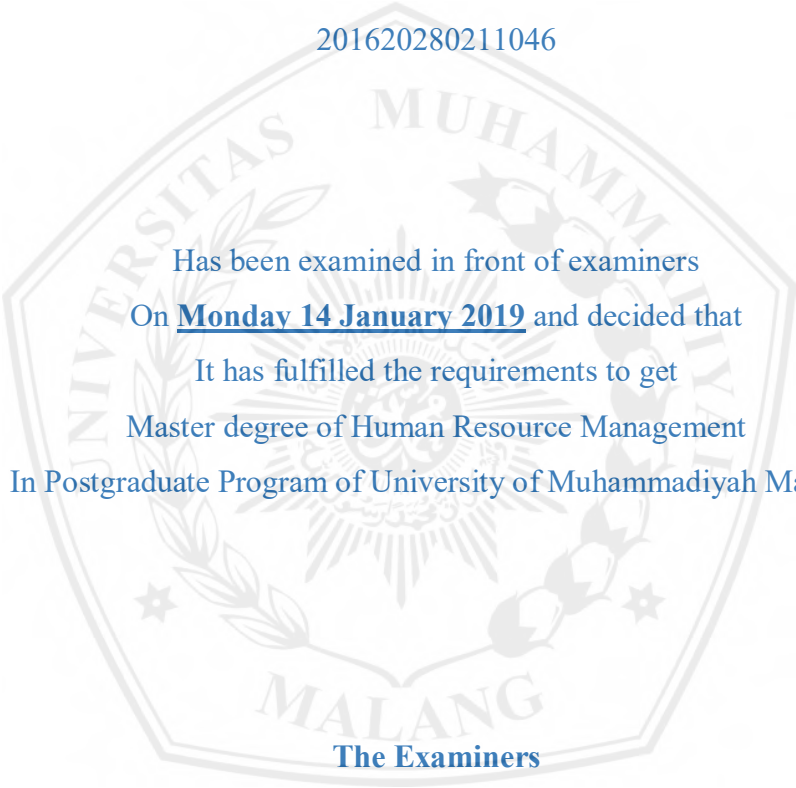
**Dr. Eko Handayanto, MM**

# THESIS

Written by:

**AR-EECHA BENDUSA**

201620280211046



Has been examined in front of examiners  
On Monday 14 January 2019 and decided that  
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Master degree of Human Resource Management  
In Postgraduate Program of University of Muhammadiyah Malang

**The Examiners**

**Chief : Dr. Achmad Mohyi, MM**

**Secretary : Djoko Sigit Sayogo, M.Acc, Ph.D**

**1<sup>st</sup> Examiner : Prof. Dr. Bambang Widagdo, MM**

**2<sup>nd</sup> Examiner : Dr. Eko Handayanto, MM**

## LETTER OF STATEMENT

I, the undersigned:

Name : **Ar-eecha Bendusa**  
NIM : **201620280211046**  
Study Program : Master of Human Resource Management

Hereby, declare that:

1. The thesis entitled: **IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES AND ELECTRONIC HUMAN RESOURCE MANAGEMENT (e-HRM) IMPLEMENTATION ON THE EMPLOYEE PERFORMANCE: STUDY ON EMPLOYEE OF INDOWORLD COMPANY THE REGION IN MOJOKERTO INDONESIA** is my original work and contains no one's scientific paper that may be proposed to achieve an academic degree at any universities. Besides, there is no other's idea or citation except those which have been quoted and mentioned at the bibliography.
2. If this thesis is proven as a form of **PLAGIARISM** in this thesis, I am willing to accept the consequences including accepting the **CANCELLATION OF GRANTING OF MASTER DEGREE** and undergoing any procedures required by the prevailing law.
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Thus, this statement is made truthfully to be used as appropriate.

Malang, 14 January 2019

The wr





## PREFACE

*Bismillahirrohmanirrohim.*

Praise the utmost in my impulse to the presence of the Almighty God, for the spark of love, and taufiq so that the Thesis with the topic “Impact of human resource management practices and electronic human resource management (e-HRM) implementation on the employee performance: study on employee of Indoworld company the region in Mojokerto Indonesia” this can be resolved at the planned time.

Hopefully will always be abundant to the days of Muhammad SAW, the apostle of the end times, the closing of the Prophets who bring perfection of the Tawheed teachings and the virtue of manners. And hopefully the spill of prayer shed on all his family and friends, the martyrs ', the mushonnifin, the scholars', and all of his followers who sincerely love and uphold their sunnah.

During the process of preparing this thesis, many parties have provided assistance and support to me. As an expression of gratitude, on this occasion I would like to thank:

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To all of them, only sincere expressions of gratitude and prayer can I offer, may everything they have given me be recorded in gold ink in Roqib's notes as an invaluable service. Amin.

Finally, with all its limitations and shortcomings, I present this paper to anyone who needs it. Constructive criticism and suggestions from all parties I hope for further improvement of my works, thanks.

*Billahittaufiq Wal Hidayah.*

Malang, January 14, 2019



Author

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**ABSTRACT**

This research study aims at exploring the impact of Human Resource Management (HRM) practices and e-HRM implementation on the employee performance in IndoWorld company the region in Mojokerto Indonesia. A total of 103 samples were drawn from a various employee in IndoWorld company. Out of 103 employee questionnaires were collected and analyzed objectively. Through this research study, we explored the contribution of HRM practices including recruitment, training, compensation, evaluation, information, and communication. e-HRM implementation including adoption, appropriation, and user-satisfaction on perceived employee performance. The result of research showed that: (1) To described is known that the value of the average score of the HRM practices, e-HRM implementation, and employee performance variable which is on a good rating scale. (2) It was found that HRM practices and e-HRM implementation have the significant association with employee performance. (3) This research concludes that all the e-HRM implementation has more influence compare to HRM practices on employee performance. The implication of the findings, potential limitations of the study and direction for future research are also suggested.

*Keywords:* Human Resource Management practices, e-HRM implementation, employee performance

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## INTRODUCTION

Human Resource Management (HRM) practices (Career Planning, Compensation, Training, Employee Involvement, and Performance Appraisal) has a positive role in increasing the employee's performance, so the organizations should implement these practices to obtain the desired goals (Munjuri, 2011). The organization conducts an extensive training program for its employees relevant to the changing needs of jobs and business (Khalid *et al.*, 2014). Job performance ought to be thought of a very important issue to see the payment of employee's performance (Tabiu and Nura, 2013). Management ought to price the offering and concepts shared by staff and empower staff to maximize their individual talent so as to create effective choices. Human Resource Management practices (Compensation, Career designing, Performance Appraisal, Training, and worker Involvement) play a vital role in increasing worker performance that the organizations ought to improve their unit of time policies by keeping seeable the higher than factors so as to achieve the targeted goals (Hassan, 2016).

While accepting that HRM serves as a value-creating function, there are some issues unresolved and some questions open. There is a requirement for theory on HRM, theory on performance and theory on how the two are linked. Notwithstanding the attempts theoretically and empirically to examine what we mean by HRM, what are the performance outcomes and what is the nature of the progress, the link, according to (Paauwe, 2009), is still modest. According to Delery and Doty, the contingency theory indicates that the relationship between the relevant dependent variable and the independent variable will vary according to such influences as company age, company size, technology, and capital intensity, the degree of unionization, ownership, industry sector, and location. Contingency arguments imply potentially complex interactions amongst HRM variables; between HRM variables and contingency factors; between HRM variables and performance indicators; and between performance and contingency factors.

A significant relationship between Human Resource Management (HRM) practices (Compensation, Performance Appraisal, Career Planning, Training, and Employee Involvement) and employee's performance. The study discovered that employee's

performance is often enlarged by giving staff a chance to create effective choices. Coaching and worker involvement play a positive role in increasing employee's performance (Munjuri, 2011). The study showed human resource (HRM) practices and activities have a serious impact on the employee's performance (Tabiu and Nura, 2013).

The impact of HRM practices on organizational performance. The study revealed that HRM practices have a significant impact on organizational performance. Emphasize the need for a practical approach when examining HRM and OC level, as employers can control the individuals' perceptions in accordance with the business settings, values, and strategic goals. The implication of this finding is that practitioners, managers and executive leaders in Jordanian organizations should place more emphasis on HRM practices such as recruitment and selection and training and development, as these practices contribute significantly in enhancing employees' commitment level (Aladwan, 2016).

Investment in technology has importance in every field. To compete efficiently, organizations need to adopt and implement technology at every level (Abbas, 2014). It conjointly creates the organizations additional competitive relating to client services like within the case of Allied Bank, it's become additional customers centered and repair directed. Investment in IT also results in value cutting; however, it has not resulted up to the mark in the studied case. Similarly, it also makes the user more comfortable to his working because it reduces a lot of manual work which consumes extra power and time (Abbas, 2014).

The technology alone does not provide companies with better performance. Preferably, it is the joint use of technology and organizational practices that achieve improved performance. An important implication for managers is to give high priority to the 'softer' human features of adopting new technology, as it ultimately appears to have a more significant impact on employee and manufacturing performance. This reflects a key theme in the literature as to the nature and form of the relationships between an organizational, human resource and technological investments, and the way the interactions between them affect dimensions of performance (D.Challis, 2008).

Value of human resource management is strongest once HRM choices are relating to strategy, none of the 3 cases turned up a transparent link with specific strategic deliverables and business drivers. These realizeings are in line with what most researchers find to be the

first goal of e-HRM, i.e. rising HR's body potency or achieving price reductions (Ruël *et al.*, 2004). This role entails supporting the execution of the business or hour strategy, instead of e-HRM expressly having a crucial role in such a method. In terms of the model, (Marler, 2009). This conclusion implies that with relevance e-HRM, within the 3 cases hour failed to align e-HRM practices with associate external positioning strategy. The second conclusion relates to the technology already “in use” at the time once choices on the implementation of e-HRM are created. The use of e-HRM in other organizations and the increasing role of web-based applications in daily life can create a need to implement e-HRM applications in the organization (an example of ‘technology push’). Web-based applications, of which e-HRM is an example, are gaining a more prominent role in business and daily life. However, in case one, the possibilities and the limitations of the system already in use strongly determined the potential functionalities of the implementation of e-HRM. In case two, the existing HR system had a significant influence, and in case three, the assessment of new functionalities was an important issue (René Schalk, 2013).

Based on the background explanation above, the purpose of this study is; (1) To describe HRM practices, e-HRM implementation and employee performance at IndoWorld company the region of Mojokerto. (2) To analyze influence the HRM practices on the employee performance at IndoWorld company the region of Mojokerto. (3) To analyze influence the e-HRM implementation on the employee performance at IndoWorld company the region of Mojokerto. (4) To analyze what the HRM practices or e-HRM implementation is more dominant in influencing employee performance at IndoWorld company the region of Mojokerto.

The results of this study are expected provide benefits or references for companies, investors, and further development of related literature impact of human resource management practices and electronic human resource management (e-HRM) implementation on the employee performance.



## **LITERATURE REVIEW**

### **Employee performance**

Employee performance is commonly looked in terms of outcomes. However, it can also be observed in terms of behavior (Armstrong, 2000). Stated that employee's performance is measured against the performance standards set by the organization (Kenney *et al.*, 1992). Efficiency and effectiveness - efficiency is the capability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the capacity of employees to meet the desired objectives or target (Stoner, 1996). Productivity is exposed as a ratio of output to that of input (Stoner, Freeman and Gilbert Jr, 1995). It is a standard of how the individual, organization, and industry converts input resources into goods and services. The test of how much output is produced per unit of resources employed (Lipsey, 1989). Quality is the characteristic of products or services that display an ability to satisfy the stated or implied needs (Kotler & Armstrong, 2002).

Performance of employees is affected by different factors in the workplace. Job performance values whether a person performs a job well. Employee performance indicates the effectiveness of the employee's specific actions that contribute to attaining organizational goals. It is described as the way to perform the job tasks according to the prescribed job description. Performance is the art to complete the task within the established boundaries. There are lots of factors that affect the performance of employees (Iqbal, 2015).

The important resource to any organization is its workforce. They have a regular role to play which comprises the organization's success which cannot be underestimated. (Afshan *et al*, 2012), determine performance as; "The achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost, and speed. There has been a lot of research to support the fact that employee performance can improve through training by building a sense of teamwork among employees (Mary Jane), and develop specialized financial skills. Also, employee's capabilities have become when the organization is started to spend in improving the knowledge and ability of its employee's through training so in return, more effective employees are produced and also provides an efficacious relationship between employees and the employer (Andy Smith). The evidence also proposes that training has a significant benefit to employee performance when collective

with innovation. The research, performed by HR, reported that providing staff with training in how to deal with absenteeism occupy a huge part in improving absentee rates at their organizations (Lotic, 2014).

Measurement of employee performance is an activity that is very important because it can be used as a measure of achievement in supporting the success of the organization's employees (Said, 2008). Factors used in the measurement of labor productivity involve the quantity of work, quality of work and timeliness (Simamora, 2004). Individual characteristics that affect performance include age, gender, education, length of employment, job placement and work environment (Amalia, 2015).

*Amount of work* although such ratings may be related to quantitative measures of organizational performance, they are generally considered to be susceptible to perceptual biases of the raters (cf. Bagozzi, Yi, & Phillips, 1991). Performance in many simple tasks is reflected by the speed at which a given task is accomplished, i.e. the quantity of work done in a certain amount of time (Ye and Nov, 2012). The quantity of part-time employment provides both a negative and truncated perspective of the nature and consequences of teenagers' part-time employment (Greenberger and Steinberg, 1986).

*Quality of work* the term 'quality of work' can cover a wide range of issues, but there is a growing consensus on the central importance of a number of key dimensions of work: the skill level of work, training opportunities, job control, work intensity, and job insecurity (Gallie *et al.*, 2014). Quality can be achieved through competent leaders who can promote their employees' commitment to change (Lo *et al.*, 2010), creativity (Wang *et al.*, 2014) and organizational performance (Al-Hussami *et al.*, 2014; Samad, 2012). High quality of work (QW) is important for organizations to magnetize and to retain employees. There are strong evidences that poor QW has an impact on turnover intention among employees (Al-Hussami *et al.*, 2014; Almalki *et al.*, 2012; Mosadeghrad, 2013; Opollo *et al.*, 2014; Ramesh *et al.*, 2013; Zhao *et al.*, 2013; Al-Hussami *et al.*, 2017).

*Timeliness* work completion timelines are also used in a triage approach the junior investigator sent out to the field to perform acquisition can quickly extract a timeline from the system and send it to the senior investigator, while continuing with the acquisition (Inglot and Liu, 2014). According to objectives or goals describe something to be accomplished by

individuals, departments, and organizations over a period of time, they can be expressed as targets to be met, for instance, sale, and tasks to be completed before the deadline (Armstrong and Baron, 2004). Timeliness is recognized as an important element of work performance (Downs, 2008). Timeliness is a way of developing and using processes and tools for maximum effectiveness, efficiency, and productivity. It involves mastery of a set of skills like setting goals, planning and making decisions better (Downs, 2008).

### **HRM practices**

HRM practices and policies have been suggested as influencing factors to increase OC among employees (Ogilvie, 1986; Arthur, 1994; Meyer & Smith, 2000). Based on the social shift theory, Ogilvie (1986) proposed that employee's perceptions of HRM practices reflect a sense of reciprocity and the level of the organization's commitment to the employees when an employee feels that the organization cares about their insurance and recognizes their contributions. Human resource management (HRM) is the practices, policies, and systems that influence employees' behavior, attitudes, and performance. Many companies regard to HRM as involving "people practices". There are several important HRM practices that should support the organization's business strategy: analyzing work and designing jobs, choosing employees (selection), determining how many employees with specific knowledge and skills are needed (human resource planning), attracting potential employees (recruiting), teaching employees how to perform their jobs and preparing them for the future (training and development), rewarding employees (compensation), creating a positive work environment (employee relations), and evaluating their performance (performance management). An organization functions best when all of these practices are managed well. At companies with effective HRM, employees, customers tend to be more satisfied, the companies tend to be more innovative, have greater productivity, and develop a more favorable reputation in the community (Kassa, 2016). It is critical to notice that, of the four human resource management practices, only selection, training and compensation practices had a significant effect on employees' intention to quit while career growth opportunities remain constant (Santhanam, Dyaram, & Ziegler, 2017).

Impact of Human Resource Management practices on organizational performance has been a generally researched area. The result of studies, from developed countries to

developing countries; have been time and again showing that HR practices have a significant impact on organizational performance (Kassa, 2016). The effect of four human resource management practices on psychological contract breach and employee turnover intention. However, most of the prior studies have studied the effect of individual human resource management practices. Examining the effect of the bundle of human resource management practices adds more value than considering the effect of single human resource management practices. In practice, organizations' execute several human resource management practices which are inter-related and play a vital role in attaining efficiency and effectiveness in the functions of human resources (Santhanam, Dyaram, & Ziegler, 2017). The general environment is important for HRM practices if it has to be implemented effectively. The general climate of a firm not only consists of top management, line management commitment but good supportive personnel policies and a positive attitude towards development (May and Mufeed, 2015).

The practices selected for this study are based on its importance in association to the industry selected for the analysis. The practices used in this study are classified and defined as follows:

*Recruiting* recruitment is described as the process by which organizations locate and attract individuals to fill job vacancies (Fisher *et al.*, 1999). Recruitment is one of the major functions of HRM and it helps managers attract and select the best candidates which in turn leads to improved organization performance (Rehman, 2012). Astringent recruitment and selection system also gives those employees who are selected a sense of elitism, imparts high expectations of performance, and conveys a message of the importance of people to the organization (Pfeffer, 1994).

*Training* is a systematic approach that enables employees to attain skills and knowledge in order to accomplish their tasks effectively with the resultant improvement in the behavior (Armstrong, 2006). Training and development contribute positively towards organizational growth. Training relates to the methods used to develop skills in the employees required to perform the job (Dessler, 2008). Most organizations considered training and development as an important factor of the human resource activity. Training can be used as a tool to increase employee's performance by amplifying knowledge and skills.

Training can be described as an endeavor to develop additional competencies needed today or in the future in order to increase the level of employee's performance (Jackson and Schuler, 2000). Training is an important tool for the purpose of enhancing workforce performance and it'll ultimately increase the worth of an organization (Hafeez & Akbar, 2015).

*Compensation* is a reward system that a company provides to individuals in turn for their willingness to perform various jobs and tasks within organizations (DeNisi and Griffin, 2001). Performance-based compensation positively influences the employee's performance (Brown *et al.*, 2003). Indicate a significant correlation between compensation and the employee's performance. It is important that employer view compensation practices in a favorable light as compensation practices heavily influence employee recruitment, turnover, and productivity (Teseema and Soeters, 2006).

*Information* the HRM practices of training and development seek to enhance knowledge and skills and recent studies have shown that practicing these incentives increases work engagement in employees. These effects were explained by social support from the management during the procedures of the sharing of information (Klein, 2014). Self-managed teams are argued to assist information sharing and knowledge (Combs *et al.*, 2006). Selection and recruitment procedures are argued as beneficial for employers and employees. Selection tools such as cognitive tests and personality inventories are ways that aim to extract information about the applicant's skills and talent. With this information, motivation, and employers can predict future employees' performance (Koch & McGrath, 1996).

*Evaluation* stated that performance evaluation increases the employee's productivity that in turn increases organizational performance (Sels *et al.*, 2003). Comprehensive employee evaluations are important to the ongoing performance of employees (Stevens, 2009). Performance appraisal improves professional growth by pointing out the area of performance enhancement. Transparent performance evaluation motivates employees to work more in order to achieve the organizational objectives (Kassa, 2016).

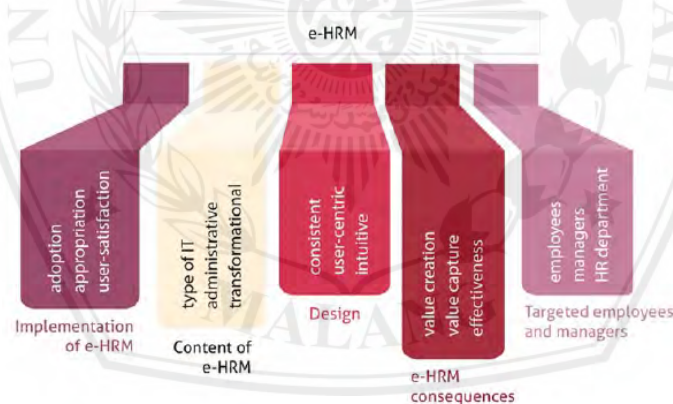
*Communication* refers to the act, contact or double interacts among the individuals in delivering information, meanings, and understanding (Fisher, 1980). Various professionals have expressed mixed opinions on communication competency used as a predictor of

employee success (Ryan & Sackett, 1987). The value of communication cannot be denied for organizations as applied to their ability to influence the bottom-line- as found in growing evidence linked with work productivity (Camden and Witt, 1983; Snyder and Morris, 1984; Papa and Tracy, 1987). One benefit of face-to-face interaction is that it can build interpersonal trust among employees for effective transfer of knowledge (Gray, 2001).

### e-HRM Implementation

The integration of Information Technologies and HRM has been called electronic HRM(e-HRM). Created a strategic HR framework and demonstrated how e-HRM fits in this framework and how it may help a firm achieve competitive advantage to highlight though that e-HRM goals guiding e-HRM implementation are unlikely to make the HR function more strategic (Marler, 2009).

The e-HRM territory focuses on all integration mechanisms and all HRM content shared via IT that aim to make HRM processes distinctive and consistent, more efficient, high in quality and which create long-term opportunities within and across organizations for targeted users (Figure 1)(Bondarouk & Brewster, 2016).



**Figure 1 The e-HRM territory of enquiry**

That across different e-HRM studies, research has found contradictory organizational realities: the adoption of e-HRM appears in some cases to have created benefits (cost savings, efficiency, flexible services, employee participation), whereas in others the results seem to be more negative (work stress, more HRM administration and disappointments with technological properties) (Bondarouk & Brewster, 2016).



To understand the integration of HRM and technology is to understand the context of such an integration. Some scholars view technology itself as one of the contextual factors. Thus, (Shapiro, Von Glinow, and Xiao, 2007) distinguish seven categories with more than twenty sub-categories that researchers need to study to offer a nuanced understanding of the management context. Among those are temporal-spatial (historical, geographical, time), environmental (technical, economic, political), cultural (behaviours, values), psychological (affective, cognitive), philosophical (aesthetic, moral), communication (verbal, gestures), and sensory (visual, auditory) (Shapiro *et al.*, 2007).

However, the more advanced, interconnected and smart e-HRM becomes, the more diverse involvement of all stakeholders can be expected. All organizational members, with or without assigned HRM and/or managerial responsibilities, are likely to contribute because technology will increasingly offer possibilities to do so. The diffusion of HRM tasks will occur with the acceptance of monitoring and steering new ‘non-observable’ data like work-life balance and work stress, selecting data to run and display analysis of the individual job performance, scheduling own work time, or steering training and career development. At this point, it is difficult to foresee the effects of such developments and the resultant increase in ownership of HRM data (Bondarouk & Brewster, 2016).

*Adoption* effective technical adoption of e-HRM does not necessarily imply organizational e-HRM effectiveness (Wright, Dunford, & Snell, 2001). Successful adoption of e-HRM requires the availability of skilled e-HRM professionals in the organization. Because lack of understanding of the system’s functions and features may be a major important in e-HRM adoption (Teo *et al.*, 2007). Some studies identified sufficient financial support as the key factor in the successful implementation of e-HRM (Parsa, 2007; Reddick, 2009).

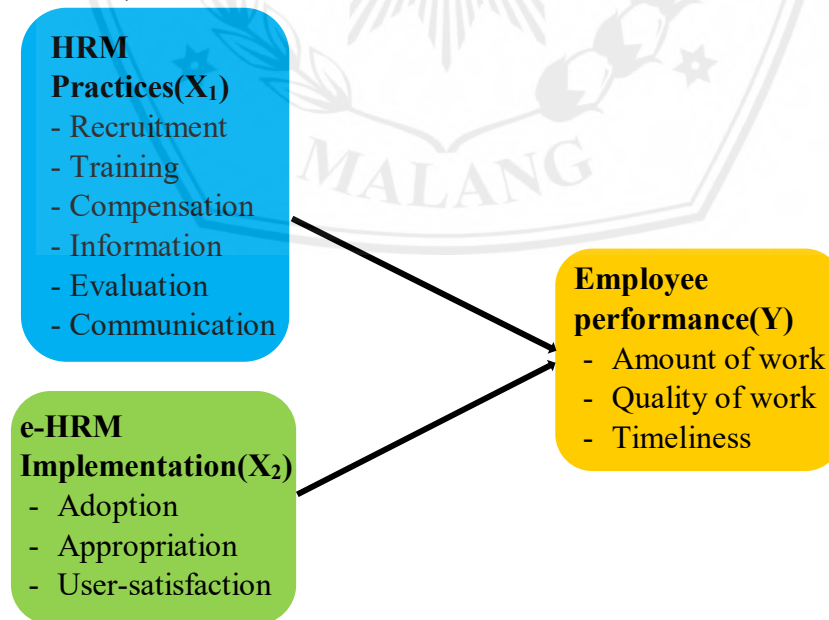
*Appropriation* the thought of appropriation the physical and mental activities that users of a technology carry out while selecting from the potential set of technological options, represented by the intention and technical features, for day-to-day practices (DeSanctis & Poole, 1994; Ruël, 2001). Appropriation can be regarded as the continued institutionalization of e-HRM by its users: the process of interpreting an e-HRM value and the manner of its use

by drawing upon relevant meanings of e-HRM technology from personal, institutional and social sources (Jasperson, Sambamurthy, & Zmud, 1999).

*User-satisfaction* perceived usefulness, perceived ease of use and user satisfaction are critical to attitude towards using e-HRM, indicating that user training and support are required investments for e-HRM platforms (Yusliza, 2012). The introduction of e-HRM is expected to facilitate a more efficient and strategic way of working for HR professionals (Gardner *et al.*, 2003; Shrivastava & Shaw, 2003). Factors of clarity of e-HRM goals, e-HRM trust, user satisfaction with e-HRM, perceived usefulness, perceived ease of use, intention to use e-HRM, user support, social influence, and facilitating conditions that can influence attitude towards using e-HRM (Yusoff and Ramayah, 2011). High satisfaction (as perceived by the customer) often leads to favorable behavioral intentions while low satisfaction tends to lead to unfavorable behavioral intentions. Numerous research studies on technology adoption have also demonstrated that user satisfaction has a positive effect on intention (Zeithaml, Berry and Parasuraman, 1996).

### Conceptual model (schema) of the study

Based on the background, research problems, theoretical basis, and research objectives, the conceptual framework in this study can be described in the hypothesis model in figure 2 as follows;



**Figure 2 Conceptual research model**

Based on the frame of mind in figure 2 above, the research hypothesis to be proposed in this research is;

*HRM Practices on the Employee performance* human resource (HRM) practices and activities have a significant influence on the employee's performance (Tabiu and Nura, 2013). It is concluded that HRM practices can enhance the employee's level of performance which influences the perception of employees about performance (Khalid *et al.*, 2014). The successful organizations reflect the HRM practices as a crucial factor that directly affects the employee's performance (Boselie *et al.*, 2005).

HRM practices are designed and implemented in such a way that human resources play a significant role in achieving the goals of the organization (Delery and Doty, 1996). The appropriate use of HRM practices positively influences the level of employer and employee commitment (Purcell, 2003). HRM practices have been claimed to have positive influences on the socio-emotional exchange agreement that employees experience toward their organization and there is still little research examining the effects of several HRM practices to employee psychological reflection (Wright & Boswell, 2002).

*e-HRM implementation on the Employee performance* effects of e-HRM on employment relationships is tightly intertwined with the overall role of technology in organizations (Bondarouk & Brewster, 2016). Highlighted that, technology is a significant factor that can have both positive and disruptive influences on employee behavior (Leigh, 2004). While technology can oftentimes help streamline processes and make work easier for employees, learning how to use new technology while remaining productive can be stressful (Leigh, 2004).

*HRM Practices and e-HRM implementation* each technology can automate different HRM practices (e.g., recruitment or payroll) and has the potential to serve different HR clients (e.g., managers or employees). The increase in automation and the respective client service spectrum, as many authors claim, may change the nature of relationships and work between the HR and the company's staff (e.g., Ruël *et al.*, 2004; Martin *et al.*, 2008). Also referred to the automation effect of technology on HRM practices such as staffing, training, development compensation, benefits, performance, career, and compliance management (Olivas-Lujan *et al.*, 2007). Revealed the reasons (or goals) that companies invest in e-HRM

such as improvement of HRM strategic orientation, reduction of costs, gaining of efficiencies; improvement of client service to management and employees, globalization and standardization of HRM policies, processes, and practices (Ruël *et al.*, 2004).

### **Hypothesis**

To the extent that our research objective is to understand the effect of contingency factors on human resource management practices, e-HRM implementation on the Employee performance propose an application to IndoWorld company. Thus, postulate that the main research hypotheses are formulated as follows:

**Hypothesis 1:** HRM practices has influence significant on employee performance at IndoWorld company the region of Mojokerto.

**Hypothesis 2:** e-HRM implementation has influence significant on employee performance at IndoWorld company the region of Mojokerto.

**Hypothesis 3:** e-HRM implementation have more influence compare to HRM practices on the employee performance at IndoWorld company the region of Mojokerto.

## **RESEARCH METHODE**

### **Research location**

The research about the impact of human resource management practices and e-HRM implementation on the employee performance study IndoWorld company the region of Ngoro Industri Persada Block V-9, Lolawang, Ngoro, Mojokerto, East Java Indonesia 61385. Indoworld is a subsidiary of a company in Thailand which is a company that distributes coconut milk production to various countries in the world. Therefore, Indoworld first built a company located on the mountain and produced its own product, namely coconut milk brand AROY-D.

### **Types of Research**

To arrange this research, the researcher uses descriptive research type by using the quantitative method.

### **Population and Sampling**

*Population* the population belongs to the entire group of people, events, or things of interest that the researcher wishes to investigate. It is the group of people, events, or things

of interest for which the researcher wants to make inferences (based on sample statistics)(Bougie, 2016). Population in this study conducted in IndoWorld company are 412 employees.

*Sample* the probability sampling technique is various simple random sampling, proportionate stratified random sampling, disproportionate stratified random, sampling area (cluster) sampling (Sugiyono, 2010: 120). The sample is the partial or representative of the population to be studied (Arikunto, 2010: 109). Sampling for the study according to (Arikunto, 2010: 112), if the subject is less than 100 people should be taken altogether if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more.

In the study, researchers took 25% of the samples, namely: 25% of 412 people, 103 people samples.

#### **Definition of operational variable**

In the research in addition to identifying the variables to be collected, it is necessary to provide an operational definition of each variable that has been identified. The operational definition of the variable contains the indicators of a variable, which allows the researcher to collect relevant data for that variable. In this study, the definition of operational variables will be made table 1 as follows.

**Table 1 Definition of operational variable**

<b>Variables</b>	<b>Definition</b>	<b>Indicator</b>
<b>Employee performance</b>	Performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him (Mangkunegara, 2012:9).	<p><i>1. Amount of work:</i> Addresses how much work is produced. A quantity measure can be revealed as an error rate, such as number or percentage of errors allowed per unit of work or as a general result to be achieved. When a quantity or quality standard is set, the criteria for exceeds standards should be high enough to be challenging, but not so high that it is unattainable.</p> <p><i>2. Quality of work:</i> Addresses how well the work is performed and/or how accurate or how effective the final product is. Quality refers to accuracy,</p>

**Table 1 Definition of operational variable(cont.)**

<b>Variables</b>	<b>Definition</b>	<b>Indicator</b>
<b>HRM Practice</b>	HRM practices are planned and implemented in such a way that human capital plays a significant role in achieving the goals of the organization (Delery and Doty, 1996).	<p>appearance, usefulness or effectiveness.</p> <p>3. <i>Timeliness</i>: Addresses how quickly, when or by what date the work must be produced. Timeliness standards should be set realistically.</p> <p>1. <i>Recruitment</i>: Recruitment is an independent variable, where indicators will be used to highlight the contribution of this variable to the company's performance.</p> <p>2. <i>Training</i>: According to some authors, training or development contributes to the increase in employee performance and performance.</p> <p>3. <i>Compensation</i>: The sharing of productivity gains and profits made by the company and bonuses associated with the performance of individuals, increase the performance of the company.</p> <p>4. <i>Information</i>: This practice contributes to the improvement of the company's performance because it allows for better cooperation and better staff adherence.</p> <p>5. <i>Evaluation</i>: It is a variable that presents itself as an evaluation of observable behaviors.</p> <p>6. <i>Communication</i>: It allows to know the implication of the employees in their work and their flexibility within the company through regular consultations.</p>
<b>e-HRM Implementation</b>	Involves the process of adoption, appropriation, and User-satisfaction of e-HRM	<p>1. <i>Adoption</i>: The extent to which a user of an e-HRM application finds the application straightforward in its operation and related interactions.</p>



**Table 1 Definition of operational variable(cont.)**

<b>Variables</b>	<b>Definition</b>	<b>Indicator</b>
	by organizational members. Should expect the ways they judge the success of e-HRM implementation(Ruël, 2009).	2. <i>Appropriation</i> : The extent to which users believe that using an e-HRM tool is critical in their work situation. 3. <i>User-satisfaction</i> : The extent to which a user finds the application well designed and well set up in its e-HRM content.

### **Types and Data Sources**

The data source referred to in this research is related to sources of information that can enrich and density information about things that become the center of attention of researchers. Source of data expected to provide information needed in this research there is the source that is as follows:

*Primary data* is data obtained from sources directly related to the research and able to provide information. The primary data obtained in this study is data on the responses of respondents on the spread of the questionnaire, by asking directly to employees about the work environment, individual factors of performance funds at IndoWorld company.

### **Data Collection Technique**

Collecting data is an important job in the research given the importance of the meaning of data in research than in this study data collection techniques used as follows:

*Questionnaire* the questionnaire is a list of written questions previously formulated that will be answered by the respondent, usually in clearly defined alternatives. This study uses questionnaires distributed to the respondents, namely the employees IndoWorld company to get primary data.

*Interview* conducting interviews to meet the primary data is data obtained by asking directly to some employees in the IndoWorld company in accordance with that required by researchers.

### Variable measurement technique

Measurements are used in explaining the figures in a variable according to a particular method. The measurement used in this study is to use a Likert scale. Likert scores are used to measure attitudes or a group of people about social phenomena and for each item list question using criteria. The responses over a number of items tapping a particular concept or variable can be analyzed item by item, but it is also possible to calculate a total or summated score for each respondent by summing across items. The summated approach is widely used, and therefore the Likert scale is also referred to as a summated scale (Bougie, 2016). Where for answers from respondents associated with the following criteria: *Answers Strongly Agree (SA)* given the score 5, *Answers Agree (A)* given the score 4, *Answers Neutral (N)* given the score 3, *Answers Disagree (D)* given the score 2, and *Answers Strongly Disagree (SD)* given the score 1.

### Data analysis techniques

*Scale range* scale range is a tool used to measure and assess the variables studied by using the scale formula (Umar, 2001) as follows:

$$Sr = \frac{n(m-1)}{m}$$

Information:

Sr = Scale range

n = Number of Samples

m = Number of alternative answers

Based on the above formula, it can be obtained scale range with the calculation as follows:  $Sr = \frac{103(5-1)}{5} = 82$

Based on the calculation of the scale range obtained by 82 so that the scale of the study of each criterion in table 2.

**Table 2 Scale range**

<b>Scale range</b>	<b>Employee performance</b>	<b>HRM Practice</b>	<b>e-HRM Implementation</b>
103-185	Very bad	Very bad	Very bad
186-267	Bad	Bad	Bad
268-349	Enough	Enough	Enough
350-431	Good	Good	Good
432-515	Very good	Very good	Very good

*Multiple regression analysis* is used to know the influence between an independent variable that is HRM practices and e-HRM implementation to dependent variable/employee performance (Sugiono, 2009: 277). Equations of multiple regression analysis are:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Information:

Y = Employee performance

a = The constant of the regression equation

b<sub>1</sub> = Regression Coefficient of variable X<sub>1</sub> (HRM practices)

b<sub>2</sub> = Regression coefficient of variable X<sub>2</sub> (e-HRM implementation)

X<sub>1</sub> = HRM practices

X<sub>2</sub> = e-HRM implementation

e = Error

### **Instruments Test**

*Validity and Reliability Test* as it is known that the data has a very important position in a study because the data describes the variables studied and serves to prove the hypothesis, the data collected in the study by using the instrument, the instrument used must meet two conditions of validity and reliability.

*Validity Test* the purpose of this test is a measurement tool that is compiled has no validity what. Operationally validity can be defined whether the questionnaire really reveals the degree of validity of the population and research. The formula used: (Suharsimi, 2002) with the following formula:

$$r = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{(n \sum x^2 - (\sum x)^2)} \sqrt{(n \sum y^2 - (\sum y)^2)}}$$

Information:

N = Total population

X = Item score

Y = Total score

r = Correlation coefficient

If r calculate > r table, then the data is valid

If r calculate < r table, then the data is invalid

*Reliability test* is a tool to measure a questionnaire that has indicators of variables. A questionnaire is expressed as relative or reliable if one's response to a statement is consistent or stable over time with the same measuring instrument. The result is by an index showing how far a measuring device can be trusted or reliable.

Test reliability is measured by using an alpha coefficient, the variable is declared reliable if the value of alpha > 0.6 (Arikunto, 2006).

The formula is in use as follows:

$$r_{11} = \left( \frac{k}{k-1} \right) \left( 1 - \frac{\sum \sigma_b^2}{\sigma_t^2} \right)$$

Information:

$r_{11}$  = Instrument reliability

k = Number of questions

$\sum \sigma_b^2$  = The sum of the total variants squared

$\sigma_t^2$  = The number of questionnaire variants squared

From the above hypothesis then tested the hypothesis using T-Test, F-Test, and Coefficient of determination test.

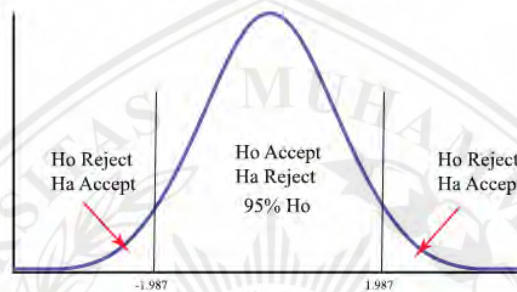
**H<sub>01</sub>:** HRM practices no has influence significant on employee performance at IndoWorld company the region of Mojokerto.

**H<sub>02</sub>:** e-HRM implementation no has influence significant on employee performance at IndoWorld company the region of Mojokerto.

**H<sub>03</sub>:** HRM practices has more influence compare to e-HRM implementation on the employee performance at IndoWorld company the region of Mojokerto.

*T-test* the T-test is used for the significant influence of each the independent variable against dependent variable with the following conditions (Sugiono, 2009):

- A probability value  $< 0.05$ , the independent variables are expressed have a significant influence on dependent variable.
- A probability value  $> 0.05$ , the independent variables are expressed to have an insignificant influence on the dependent variable.

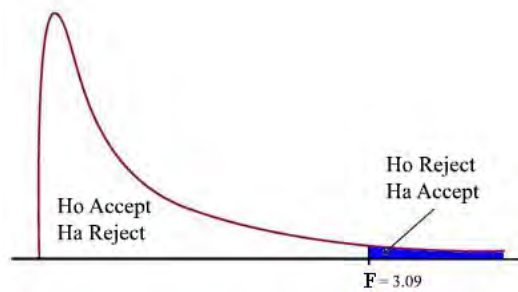


**Figure 3 T Distribution**

Based on the curve above, the calculation of T table with the significance level criteria of 0.05 and degrees of freedom  $df = n - k$  or  $103 - 3 = 100$  ( $n$  is the number of samples and  $k$  is the number of independent variables) the result of T table is 1.987

*F-test* aims to know the significant independent variables simultaneously or simultaneously there is a significant influence on the dependent variable with the following conditions (Sugiono, 2009):

- A probability value  $< 0.05$ , the independent variables simultaneously have a significant influence on the dependent variable.
- A probability value  $> 0.05$ , the independent variables simultaneously have not a significant influence on the dependent variable.



**Figure 4 F Distribution**

Based on the curve above, the calculation of F table with the significance level criteria of 0.05 and degrees of freedom  $df_1 = k - 1$  (k is the number of variables - 1) and  $df_2 = n - k$ , that is  $df_1 = 3 - 1 = 2$ ,  $df_2 = 103 - 3 = 100$  (number of samples - number of independent variables) the result of F table is 3.09.

*The Coefficient of Determination Test ( $R^2$ )* The coefficient of determination test ( $R^2$ ) is a test of how much influence the independent variables in explaining overall to the dependent variable and its effects partially (Supranto, 2008).

$$K_d = r^2 \times 100\%$$

Information:

$K_d$  = How far the change of variable Y influenced by variable X.

$r^2$  = Coefficient of correlation squared.

## **RESULT OF RESEARCH AND DISCUSSION**

### **Characteristics of respondents**

The instrument used in this study is a list of questions. A descriptive analysis in this study was obtained from the distribution of questionnaires to 103 respondents of IndoWorld company in Mojokerto Indonesia. The questionnaire contains a description of the respondent and answers to the questions given. Characteristics of respondents and answers to questions given. Characteristics of respondents in this study were based on gender, age, status, education, experience, and position.

### **Characteristics of respondents based on gender**

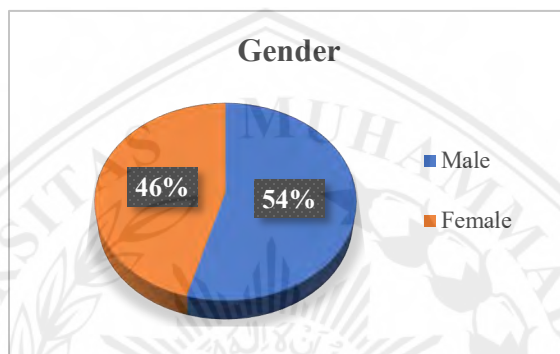
Respondents based on gender are described to distinguish the nature and abilities of men and women. From some psychological research shows that women are more willing to



obey authority, while men are more aggressive and have greater hopes and possibilities for success when compared with women, but the differences are not too large. Characteristics of respondents based on gender can be seen in table 3 and figure 5 below:

**Table 3 Characteristics of respondents based on gender**

No.	Gender type	Amount(person)	Percentage (%)
1	Male	56	54.4
2	Female	47	45.6
	<b>Total</b>	<b>103</b>	<b>100</b>



**Figure 5 Characteristics of respondents based on gender**

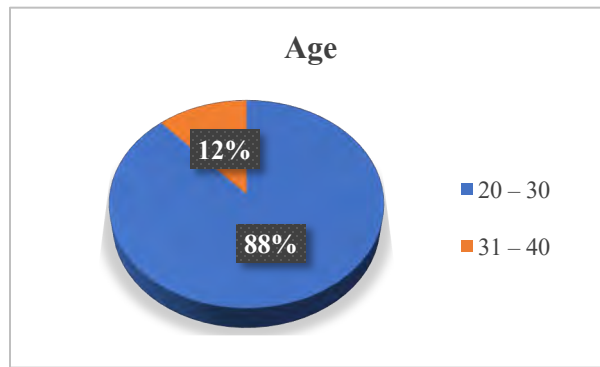
Based on the data in table 3 and figure 5 above, it appears that most respondents in this study were male 54.40%, the remaining 45.60% were female. It can be concluded that most of the employees who work in the IndoWorld company the region of Mojokerto Indonesia and the biggest sample in this study are male.

#### **Characteristics of respondents based on age**

Generally, a person's age is very close to the level of a person's male, a perspective, and responsibility in acting. The characteristics of respondents based on age can be presented through in Table 4 and Figure 6 the picture below:

**Table 4 Characteristics of respondents based on age**

No.	Age(years)	frequency (person)	Percentage (%)
1	20 – 30	91	88.3
2	31 – 40	12	11.7
	<b>Total</b>	<b>103</b>	<b>100%</b>



**Figure 6 Characteristics of respondents based on age**

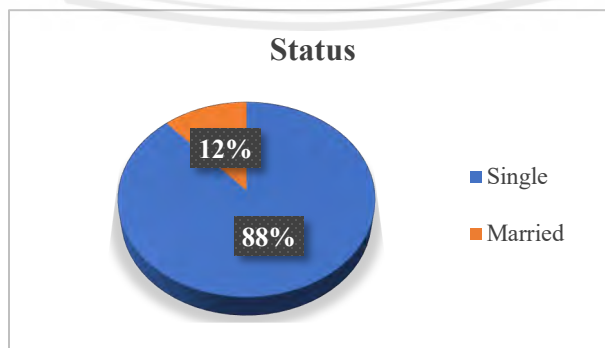
Based on Table 4 and Figure 6 above the appearance of respondents' percentage of the seminal in this study is the highest of between 20-30 years with the number of respondents as many as 91 people or 88.3%, the second position in the age of 31-40 years of age 12 or 11.7%. Besides that is based on table 4 above can be concluded that the average heavy age of the plantation of IndoWorld company the region in Mojokerto Indonesia and the sample in this research has been the highest study at 20-30 years.

#### **Characteristics of respondents based on the status**

Table 5 and figure 7 presents the percent distribution of status is 88.3% single and 11.7% married, the picture below:

**Table 5 Characteristics of respondents based on status**

No.	Status	frequency (person)	Percentage (%)
1	Single	91	88.3
2	Married	12	11.7
	<b>Total</b>	<b>103</b>	<b>100%</b>



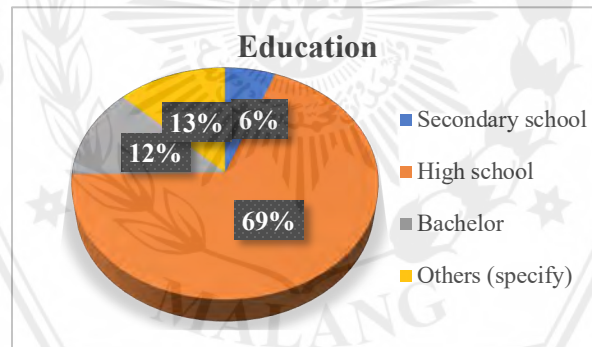
**Figure 7 Characteristics of respondents based on status**

### Characteristics of respondents based on education

Education is an important factor that someone must have at work. With education, a person can have a skill, knowledge, and ability to work. With the increasing demands of the times and demands of the organization, education is perceived as a very basic need for every human being. Some studies show that a person's workability is strongly influenced by the level of education. Education limitations will affect a person in completing the desired work. Respondents with a high level of education are able to work with a higher level of difficulty of responsibility (Robbins, 2010). To find out the level of education of respondents can be seen in the following table 6 and figure 8:

**Table 6 Characteristics of respondents based on education**

No.	Education Type	Amount(person)	Percentage (%)
1	Secondary school	6	5.8
2	High school	71	68.9
3	Bachelor	13	12.6
4	Others (specify)	13	12.6
	<b>Total</b>	<b>103</b>	<b>100%</b>



**Figure 8 Characteristics of respondents based on education**

In table 6 and figure 8 above, it can be seen that the respondents based on the most education are employees with the High school as many as 68.90% (71 people). This shows that employees who have an undergraduate education level generally have a match between the type of work they receive and their intellectual abilities so that the logic of their thinking will be better. With the provision of high education and broad insight makes it easy for the individual to complete all of his tasks so that it has a good impact on his performance. This is because high education will make it easier for employees to make quick and precise

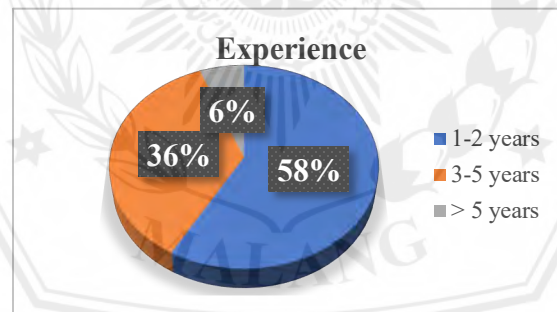
decisions in implementing effective and efficient work methods. It can be concluded that most of the employees of IndoWorld company the region in Mojokerto Indonesia were sampled in this study were High school.

### Characteristics of respondents based on work experience

A person's working experience in an organization can generally be a benchmark for employee loyalty at work and shows his tenure. The longer a person's working period can be assumed that the person is more experienced or more senior. The longer a person is at work, the less likely someone will resign. Someone who has a long working experience will have a lot of work experience that can help him in completing his duties. The characteristics of the respondents seen from the side of the working experience will be seen as in table 7 and picture 9 below:

**Table 7 Characteristics of respondents based on work experience**

No.	Work experience	Amount(person)	Percentage (%)
1	1-2 years	60	58.3
2	3-5 years	37	35.9
3	> 5 years	6	5.8
	<b>Total</b>	<b>103</b>	<b>100%</b>



**Figure 9 Characteristics of respondents based on work experience**

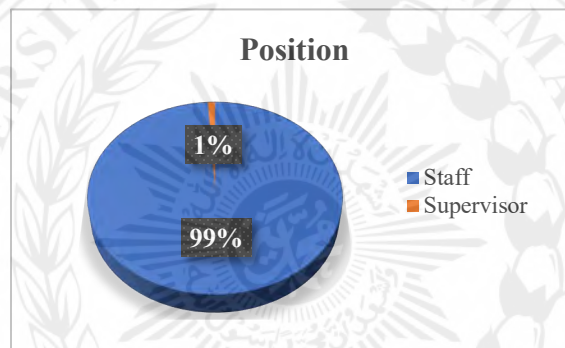
In table 7 and figure 9 above, it can be seen that the majority of the working lives of respondents in this study are having a working experience of 1-2 years and over with a number of respondents as many as 60 people or 58.3%, so it can be concluded that the average employee who works in IndoWorld company work long enough for more than 1-2 years.

### Characteristics of respondents based on position

As a public organization, the career process in the ranks of the IndoWorld company runs smoothly according to the prevailing laws and regulations. With the fulfillment of employee rights psychologically will be able to improve satisfaction and ultimately improve its performance. To find out this can be a description of the rank/class of respondents in this study can be seen in table 8 and figure 10 below:

**Table 8 Characteristics of respondents based on position**

No.	Education Type	Amount(person)	Percentage (%)
1	Staff	102	99.0
2	Supervisor	1	1.0
	<b>Total</b>	<b>103</b>	<b>100%</b>



**Figure 10 Characteristics of respondents based on position**

In table 8 and figure 10, it is seen that the group of respondents based on rank/class is dominated by employees with staff, which is as much as 99% and supervisor as much as 1%. When viewed from the ranks, on average, employees of the IndoWorld company have rank staff who in their service are apparatuses who have an intermediate level at the bureaucratic level and can be categorized as experienced personnel in their fields. With the rank level at the middle level, the access of employees of the IndoWorld company both up and down is quite extensive. This will greatly help employees in carrying out daily tasks.

### Instrument Test

In this section will be presented with a description of the respondent's answers to the variables tested.

*Validity Test* validity testing is done to measure the extent to which the measuring instrument measures what is measured, whether the statements used to measure variables in this study produce accurate data in accordance with the research objectives. An instrument is said to be valid if the correlation coefficient is greater or equal to 0.192; with a real level of 5% (Sugiyono, 2002).

Based on data processed 2018, it can be seen that all indicators have a high correlation value because of the value (0.05) so that all indicators are declared valid. Likewise, when viewed from the correlation coefficient, the correlation coefficient number is greater than 0.192. Gain figures question indicators greater than 0.192 indicate that question indicators are valid and 3 indicators (X1.1, X1.4, X1.8) is less than 0.192 indicate that question indicators are invalid.

*Reliability Test* reliability shows the consistency of the measuring instrument used, the extent to which the measuring instrument is reliable. Reliability test in this study uses *Cronbach's alpha* coefficient. *Cronbach's alpha* value can be accepted if it is greater than 0.6.

**Table 9 Test result of the reliability of research instruments**

Variables	Cronbach's alpha	Conclusion
X1	0.753	Reliable
X2	0.748	Reliable
Y	0.800	Reliable

*Source: Data processed 2018*

Based on Table 9 above, the Cronbach's alpha coefficient is above 0.60; so it can be concluded that the reliability of the instrument has been fulfilled.

Alpha coefficient value for HRM practices variable, e-HRM implementation, employee performance shows the acquisition of numbers greater than 0.6. The acquisition of all variables that are greater than 0.6 indicates that the research instrument is reliable.

### **The result of descriptive statistical analysis**

#### **Description of HRM practices and e-HRM implementation variables on employee performance**

Description Analysis is an analysis of the variables to be examined in this case is the HRM practices, e-HRM implementation on employee performance through job satisfaction as an intervening variable of the employees of IndoWorld company the region in Mojokerto Indonesia. The analysis will be carried out based on the results of the respondent's statement on each question in each variable, which can be described as follows:

*Respondent responses regarding HRM practices variable( $X_1$ )*

Attracting and retaining excellent staff will require sound HRM practices. In addition, an employee's belief about HRM practices may change from one person to another. To know about respondents response to the complete variable HRM practices are presented. Based on the results of the calculation of the respondent's questionnaire answers, it can be presented, the calculation of the average scale range obtained by HRM is done by manual operation and HRM is executed by e-HRM the number 57.33 or 55.65% which means that HRM is done by manual operation.

The calculation on data processed 2018 of the average scale range obtained by the number 418.59 which means that the HRM practices variables such as recruitment the average scale range 401 are good: training the average scale range 419 are good: compensation the average scale range 438 are very good: evaluation of the average scale range 407 are good: information the average scale range 415 are good: and communication the average scale range 434 are very good.

According to the result obtained on the calculation of percentage respondents response obtained by giving the score Answers Disagree (D), Neutral (N), and Agree (A) as the answer of HRM practices has on indication which means that the HRM practices variables such as recruitment, training, compensation, evaluation, information, and communication the percentage respondents response are 3.22, 12.89, and 83.89 in the measurement.

*Respondent responses regarding e-HRM implementation variable( $X_2$ )*

e-HRM as a way of implementing HRM strategies and practices in organizations through the conscious and direct support of and/or with the full use of channels based on work the question of measure the consequences of e-HRM. To know about respondents response to the complete variable e-HRM implementation is presented the calculation of the





UNIVERSITAS MUHAMMADIYAH MALANG  
DIREKTORAT PROGRAM PASCASARJANA

Kampus : GKB 4 Lantai 1 - 3 Jl. Raya Tlogomas No, 246 Malang  
Telp. +62-341-464318, 464319 ext. 318, 319 email : pascaumm@gmail.com

Nomor : E.7.d/0824/PPs-UMM/VIII/2018  
Lamp. : -  
Perihal : *Permohonan Ijin Penelitian*

Malang, 14 Agustus 2018

Kepada Yth : **Ketua SDM Mojokerto**  
**Ngoro Industri Persada, Blok V-9, Lolawang, Ngoro, Mojokerto, Jawa Timur 61385**

*Assalamu'alaikum Wr. Wb.*

Yang bertanda tangan di bawah ini Direktur Program Pascasarjana Universitas Muhammadiyah Malang, dengan ini memohon kesediaan Bapak/ibu untuk memberikan Ijin Penelitian di **SDM Mojokerto**, kepada mahasiswa kami:

Nama : **AR-EECHA BENDUSA**  
NIM : **201620280211046**  
Program Studi : **MAGISTER MANAJEMEN**  
Judul : **IMPACT OF HRM PRACTICES AND E-HRM IMPLEMENTATION ON THE EMPLOYEE OF INDO WORLD COMPANY THE REGION IN MOJOKERTO - INDONESIA**

Demikian, atas perhatian dan kerjasamanya kami ucapkan terima kasih.

*Wassalamu'alaikum Wr. Wb.*



**Akhmadul In'am, Ph.D**

**Tembusan:**

1. Ketua Program Studi Magister Manajemen
2. Arsip



## APPENDIX I

### QUESTIONNAIRE ON THE IMPACT OF HRM PRACTICES AND E-HRM IMPLEMENTATION ON THE EMPLOYEE PERFORMANCE

This survey is meant to collect relevant information from selected staff to aid in the assessment of the impact of HRM practices and e-HRM on organizational performance. The information required is strictly for academic purpose and any information provided would be treated with the most confidentiality and shall be used only for the intended purpose. Your opinion is highly solicited. It will be much appreciated if you could spare some minutes to complete this questionnaire.

Thank you.

#### Section 1 HRM Practices

For the following question, please choose a or b if

a. HRM is done by manual operation or b. HRM is executed by e-HRM.

- |                   |     |     |
|-------------------|-----|-----|
| i. Recruitment    | (a) | (b) |
| ii. Training      | (a) | (b) |
| iii. Compensation | (a) | (b) |
| iv. Evaluation    | (a) | (b) |
| v. Information    | (a) | (b) |
| vi. Communication | (a) | (b) |

1 Strongly Disagree (SD)	2 Disagree (D)	3 Neutral (N)	4 Agree (A)	5 Strongly Agree (SA)
--------------------------------	-------------------	------------------	----------------	-----------------------------

Using the scale above (1 – 5) please tick (✓) the levels of agreement in each of the items below with regards to the HRM practices.	SD	D	N	A	SA
	1	2	3	4	5
<b>1. Recruitment</b>					
1.1 Advertisements are used by the company to recruit new employee.					
1.2 In this organisation, the selection system selects those with the desired knowledge, skills and attitudes.					
1.3 There is formal induction, orientation and familiarisation process designed to help new recruits understand the organization.					

1.4 Organisation prefer to fills a vacancy internally rather than externally.					
1.5 Appointments in this organisation is based on achievement.					
<b>2. Training</b>					
2.1 Training needs are discussed with employees and boss.					
2.2 Training incorporates the interests of the organisation as well as the individual.					
2.3 Criteria for training needs are identified realistic, useful and based on the business strategy of the organization.					
2.4 Every employee goes through various training programmes every year.					
2.5 There is a budget dedicated to training every year.					
<b>3. Compensation</b>					
3.1 Employees are rewarded based on performance.					
3.2 Compensation packages encourage employees to achieve organisation's objectives.					
3.3 Employees are recognised and rewarded appropriately in this organization.					
3.4 Profit sharing/bonuses are used as a mechanism to reward higher performance.					
3.5 Job performance is an important factor in determining the incentive compensation of employees.					
<b>4. Evaluation</b>					
4.1 In this organisation, employees are provided performance based feedback and counselling.					
4.2 The evaluation data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge.					
4.3 There is regular evaluation for promotion.					

<b>5. Information</b>					
5.1 Employees can exercise independent thought and action in executing their jobs.					
5.2 Organisation have regular staff meetings for information sharing in order to understand all activities happen with organisation.					
<b>6. Communication</b>					
6.1 Employee's can communicate within the organisation and discussed with immediate supervisor.					
6.2 Time to time have regular staff meetings to encourage communication with peers and supervisors.					

## Section 2 e-HRM Implementation

From the statements below indicate your level of agreement or disagreement.

**1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree**

Using the scale above (1 – 5) please tick (√) the levels of agreement in each of the items below with regards to the e-HRM implementation.	SD	D	N	A	SA
	1	2	3	4	5
Does your company have a department dedicated to electronic Human Resource?					
<b>1. Adoption</b>					
1.1 e-HRM applied to keep up with rapid changes in a business environment through rapid and quick decision.					
1.2 Use a technology to support quality improvement as a acceptance for more performance in organization.					
<b>2. Appropriation</b>					
2.1 Employee appreciate with the facilities provided to company.					
2.2 e-HRM application are based on company-wide standard HR processes and practices.					
2.3 e-HRM software supports payroll issues.					
<b>3. User-satisfaction</b>					
3.1 Employees are satisfied with new Information Technology system and system functionality.					
3.2 The employees are satisfied with their present Information Technology (e-HRM).					

3.3 The morale of employees increases their efficiency and productivity after start using Information System.					
<b>4. Ease of use</b>					
4.1 I found the use of e-HRM clear to understandable.					
4.2 e-HRM is easy to use.					
4.3 It could be easy for personnel to be skillful at using e-HRM.					
<b>5. Usefulness</b>					
5.1 Using e-HRM would enable me to accomplish tasks quickly.					
5.2 Using e-HRM would enhance my effectiveness in the job.					
5.3 Using e-HRM would improve my job performance.					

### Section 3 Employee performance

From the statements below indicate your level of agreement or disagreement.

**1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree**

<b>Using the scale above (1 – 5) please tick (√) the levels of agreement in each of the items below with regards to the employee performance.</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1. The amount of work</b>					
1.1 Employees are able to complete all the work that is the main task.					
1.2 The employee is able to complete the additional work given to him.					
<b>2. Quality of work</b>					
2.1 Employees are careful in working to minimize errors in the work.					
2.2 Employees are able to work in accordance with predetermined work standards.					
<b>3. Timeliness work completion</b>					
3.1 Employees are able to complete tasks on time in accordance with the provisions.					
3.2 Employees do not postpone the work that has been given.					

#### Section 4

Please respond to the questions below by ticking (✓) the right option.

1. Gender

Male ☐ Female ☐

2. Age (in years)

20 – 30 ☐ 31 – 40 ☐ 41 – 50 ☐ 51 – 60 ☐ 61 and above ☐

3. Marital status

Single ☐ Married ☐ Divorced ☐

4. Highest level of education.

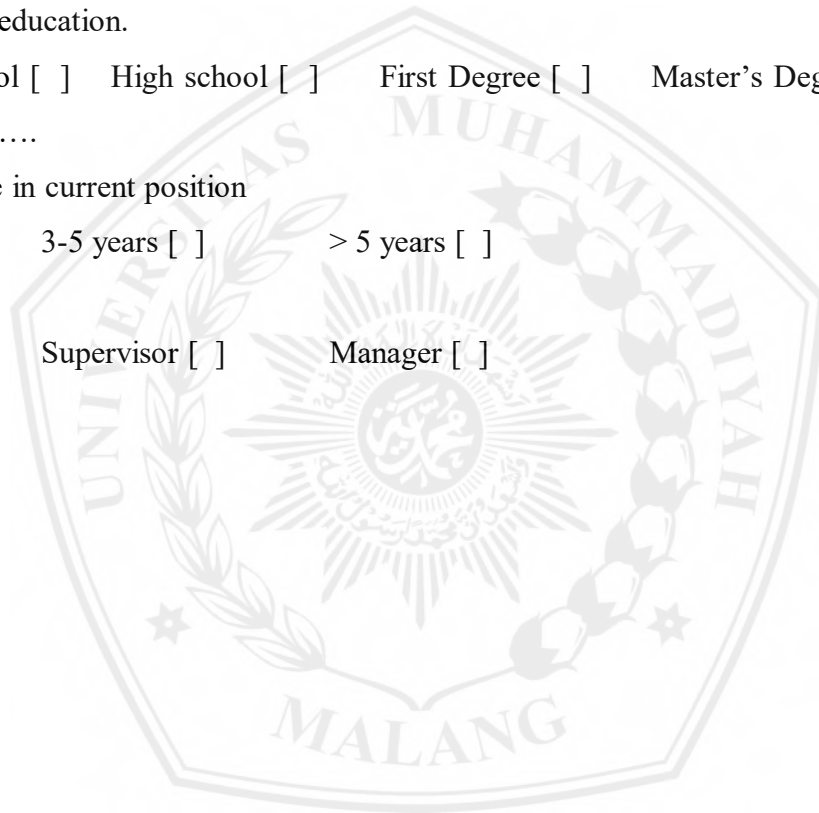
Secondary school ☐ High school ☐ First Degree ☐ Master's Degree ☐ Others  
(specify).....

5. Work experience in current position

1-2 years ☐ 3-5 years ☐ > 5 years ☐

6. Position

Staff ☐ Supervisor ☐ Manager ☐



*Thank you for participating*

## APPENDIX II

### Overview for the object of research

Indoworld Mojokerto is a company founded around 2011. The head office is located in Jakarta. While the factory was established in 2014. But over time the head office was moved to the Mojokerto area so that transactions were easier and more effective. Shareholders of Indoworld company are 95% foreigners and 5% Indonesians. The purpose of the plant construction is because the largest raw material for the manufacture of dried coconut milk and coconut is in various parts of Indonesia. Some raw materials are taken from the islands of Sulawesi, Madura, Bali, Lombok, Java, especially in East Java such as South Malang, Mojokerto, Jombang, Sidoarjo, Banyuwangi, Gresik, Singosari, and Lumajang other islands. By using pickups, trucks or ships.

This Indoworld is a Thai company that prints in Indonesia. Currently, the company produces coconut milk to be exported to various countries, especially in Europe such as Germany, Austria, France, Spain, Italy, Switzerland, Zealand Sir. Australia, New Zealand, England, Portugal, and other countries. While coconut pulp from coconut milk or dried coconut is produced in this company to be exported to Pakistan.

Indoworld is a subsidiary of a company in Thailand which is a company that distributes coconut milk production to various countries in the world. Therefore, Indoworld first built a company located on the mountain and produced its own product, namely coconut milk brand AROY-D.

In line with the development of the world increasingly advanced, the management of an organization both government and private organizations such as the above Indoworld must be done professionally and productively so that the organization or company always survives and even continues to grow along with the progress of the times. The role of leadership style to achieve maximum organizational performance is one of the factors that can motivate, guide, direct, and mobilize employees to work so that they will produce better public services.

Based on observations, the company's activities are led by the director by giving authority to the manager who regulates the course of the company's production process. In addition, the manager also plays an active role in advancing the company in making a decision. Managers must also be able to plan or plan in the short and long term. The task of the Manager must also be able to coordinate its employees, work with employees and be able to control their employees.

The activities of the company are also carried out by many staffs who are tasked with helping the manager to find suppliers of raw materials, equipment suppliers for production, export, sales of products, control the work environment. Employees in the day to do the production process which is divided into two shifts. Night shift is responsible for sorting raw materials and producing raw materials into finished

materials, while the morning shift is in charge of packing, controlling packaging and transporting the products to containers which are then exported.

### **Vision & Mission**

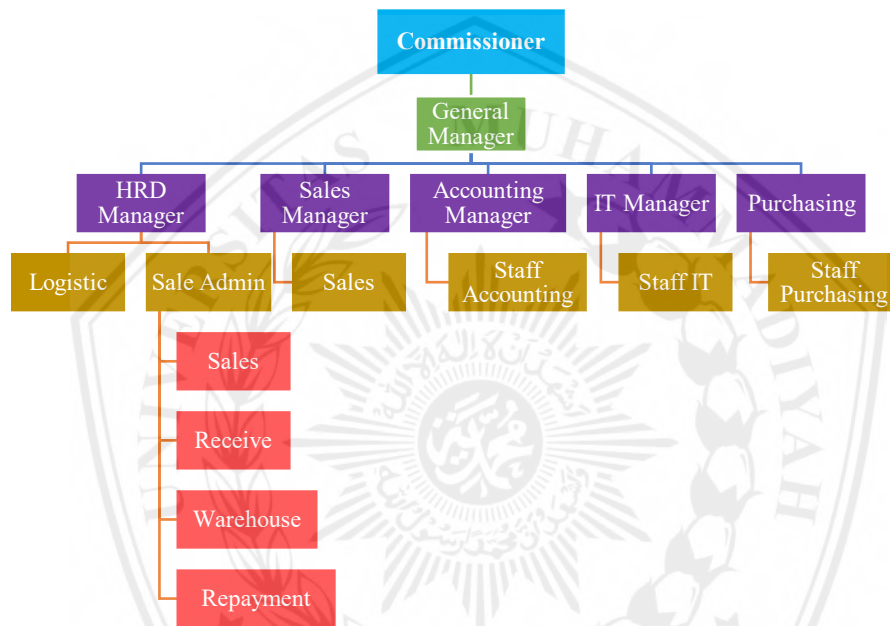
#### **a. Vision**

We are a food processing company that continues to commit to developing products.

#### **b. Mission**

Creating quality products with food safety standards that are in accordance with the laws and regulations for customer satisfaction and meeting the requirements of halal standards.

### **The organizational structure of the company**



**Figure 1 Organizational structure**

### **Tasks and responsibilities**

#### **a. Commissioner**

The main duties of the Board of Commissioners are that the Board of Commissioners must supervise the policies of the Board of Directors in running the company and advise the Directors. The supervisory function can be carried out by each member of the Board of Commissioners but the decision to give advice is carried out in the name of the Commissioner collectively (as a Board). The supervisory function is an ongoing process. Therefore, the Commissioner must be committed to providing time and carrying out all duties of the commissioner in a responsible manner.

#### **b. General Manager**

1. Leading the company and being a motivator for its employees.
2. Manage the company's daily operations.



3. Planning, implementing, coordinating, supervising and analyzing all business activities of the company.
4. Managing the company in accordance with the company's vision and mission.
5. Plan, manage and supervise the budgeting process in the company.
6. Planning and controlling company policy so that it can run optimally.
7. Ensure each department performs the company's strategy effectively and optimally.
8. Manage the company's financial budget.
9. Decide and make policies for the progress of the company.
10. Make company procedures and standards.
11. Make important decisions regarding investment, integration, alliances, and divestments.
12. Plan and execute the company's medium and long-term strategic plans for company progress.
13. Attend meetings, seminars, conferences, and training.

c. HRD Manager

1. Managing people in the company, called employees, what is managed? many, including; employee personal data, employee competency, KPI or target, Motivation, etc. in essence HRD Manager manages employees to have ever-increasing performance.
2. Creating an effective and efficient HR system; for example making SOPs, job descriptions, KPI systems, performance management systems, recruitment & selection management systems, training & development systems, Compensation & Benefits Management Systems, HR Planning, etc.
3. Ensure that employees are always productive, loyal and have a contribution to the company.
4. Ensuring every employee, both new employees and old employees have 3C, namely: Competency, Commitment, and Contribution.
5. Ensuring ACE, Alignment, Capability, Engagement is owned by all employees. an explanation of ACE will be written in a separate article.

d. Sales Manager

1. Determine the selling price, the product to be launched, the schedule of visits and the promotion system to ensure the achievement of sales targets.
2. Monitor the acquisition of orders and summarize forecasts to ensure that production capacity is filled optimally.
3. Monitor the total stock of all Dept. Sales & Marketing to ensure that the company's stock life does not exceed a predetermined target.
4. Analyze and develop marketing strategies to increase the number of customers and areas according to the target set.



5. Analyze and provide direction for design & colour development, to ensure product development in accordance with market needs.
6. Evaluate customer satisfaction from the survey results of all sales teams to ensure the achievement of the specified customer satisfaction targets.
7. Applying the culture, system and internal regulations of the company and implementing cost management, to ensure that corporate culture and systems and regulations are run optimally.

e. Accounting Manager

1. Conduct corporate financial administration arrangements.
2. Compile and make company financial statements.
3. Compile and make company tax reports.
4. Arrange and make the company's expenditure budget periodically (monthly or yearly).

f. IT Manager

1. Planning an implementation strategy based on company policy.
2. Ensure that all IT systems can run smoothly.
3. Monitor the implementation of strategies and policies to comply with company policies.
4. Providing services and development in the scope of IT and communication.
5. Perform managerial functions and supervision and control in the construction of systems and applications.
6. Analyzing, planning and designing IT applications and systems.
7. Responsible for the development and improvement of IT systems.
8. Implement company strategies and policies.
9. Conduct an analysis of the specifications and effectiveness of new applications.

g. Purchasing

1. Receive and review the letter of request for goods from all parts, both daily and monthly.
2. Conduct an examination of the accuracy of the audit with a budget and/or need.
3. Collecting data on suppliers in terms of price, readiness and accuracy of delivery and the quality of the goods they offer as data to select suppliers.
4. Carrying out the purchasing process from the start of the application, price quote, preparation of administrative completeness in controlling the accuracy of the purchase.
5. Prepare payments through other petty cash and data collection of these expenses.
6. Conduct monthly review and recap of purchases and analysis of accuracy based on budget.
7. Coordinate with other parts for suitability of goods specifications and delivery times.

8. Perform other related tasks in the cashier's administrative matters.

h. Scope of Activities

Indoworld company is engaged in manufacturing that produces coconut for coconut milk, UHT coconut milk, coconut milk in an aseptic bag, dry coconut DC and pure coconut oil.

i. Employment

Based on the company set the rules of working hours, namely entering at 8:00 a.m. and returning home at 4:00 p.m. with a break for 1 hour, 12.00 to 13.00.



# APPENDIX III

## DATA PROCESSED 2018

**Table 1 Test result of the validity of research instruments**

<b>Variables</b>	<b>Item</b>	<b>Correlation</b>	<b>r<sub>table</sub></b>	<b>Conclusion</b>
<b>HRM practices</b>	X1.1	0.067	0.192	Invalid
	X1.2	0.281	0.192	Valid
	X1.3	0.215	0.192	Valid
	X1.4	0.141	0.192	Invalid
	X1.5	0.384	0.192	Valid
	X1.6	0.516	0.192	Valid
	X1.7	0.273	0.192	Valid
	X1.8	0.178	0.192	Invalid
	X1.9	0.301	0.192	Valid
	X1.10	0.337	0.192	Valid
	X1.11	0.346	0.192	Valid
	X1.12	0.384	0.192	Valid
	X1.13	0.308	0.192	Valid
	X1.14	0.381	0.192	Valid
	X1.15	0.437	0.192	Valid
	X1.16	0.299	0.192	Valid
	X1.17	0.384	0.192	Valid
	X1.18	0.305	0.192	Valid
	X1.19	0.320	0.192	Valid
	X1.20	0.437	0.192	Valid
	X1.21	0.373	0.192	Valid
	X1.22	0.389	0.192	Valid
<b>e-HRM implementation</b>	X2.1	0.426	0.192	Valid
	X2.2	0.459	0.192	Valid
	X2.3	0.408	0.192	Valid
	X2.4	0.371	0.192	Valid

**Table 1 Test result of the validity of research instruments(cont.)**

<b>Variables</b>	<b>Item</b>	<b>Correlation</b>	<b>r<sub>table</sub></b>	<b>Conclusion</b>
	X2.5	0.567	0.192	Valid
	X2.6	0.529	0.192	Valid
	X2.7	0.530	0.192	Valid
	X2.8	0.628	0.192	Valid
	X2.9	0.534	0.192	Valid
	X2.10	0.609	0.192	Valid
	X2.11	0.635	0.192	Valid
	X2.12	0.698	0.192	Valid
	X2.13	0.659	0.192	Valid
	X2.14	0.688	0.192	Valid
	X2.15	0.600	0.192	Valid
<b>Employee performance</b>	Y1	0.526	0.192	Valid
	Y2	0.514	0.192	Valid
	Y3	0.530	0.192	Valid
	Y4	0.489	0.192	Valid
	Y5	0.487	0.192	Valid
	Y6	0.475	0.192	Valid

**Table 2 Recapitulation of Respondents Response HRM practices**

<b>No.</b>	<b>Question/Question Item</b>	<b>a</b>	<b>%</b>	<b>b</b>	<b>%</b>	<b>Total</b>	<b>Mean</b>
a. HRM is done by manual operation or    b. HRM is executed by e-HRM.							
1	Recruitment	58	56.3	45	43.7	103	1.44
2	Training	64	62.1	39	37.9	103	1.38
3	Compensation	58	56.3	45	43.7	103	1.44
4	Evaluation	62	60.2	41	39.8	103	1.40
5	Information	52	50.5	51	49.5	103	1.50
6	Communication	50	48.5	53	51.5	103	1.51
	<b>Average</b>	<b>57.33</b>	<b>55.65</b>	<b>45.67</b>	<b>44.35</b>	<b>103</b>	<b>1.45</b>

**Table 3 Result of Respondents Response HRM practices**

No.	Question/Question Item	SD	D	N	A	SA	Respon dents	Total	Assessm ent
		1	2	3	4	5			
<b>1</b>	<b>Recruitment</b>								
1.1	Advertisements are used new employee.	5	11	5	54	28	103	<b>398</b>	<b>Good</b>
1.2	The selection system selects.			6	63	34	103	<b>440</b>	<b>Very good</b>
1.3	New recruits understand the organization.	1		15	69	18	103	<b>412</b>	<b>Good</b>
1.4	Organization prefer to internally and externally.	3	11	34	43	12	103	<b>359</b>	<b>Good</b>
1.5	Appointments in this organization.	1		33	48	21	103	<b>397</b>	<b>Good</b>
<b>2</b>	<b>Training</b>								
2.1	Training needs are employees and boss.			3	64	36	103	<b>445</b>	<b>Very good</b>
2.2	Training incorporates the organization.		3	9	68	23	103	<b>420</b>	<b>Good</b>
2.3	Criteria for training		3	18	62	20	103	<b>408</b>	<b>Good</b>
2.4	Training programmes every year.	1	2	9	58	33	103	<b>429</b>	<b>Good</b>
2.5	Budget dedicated to training every year.	4	8	18	45	28	103	<b>394</b>	<b>Good</b>
<b>3</b>	<b>Compensation</b>								
3.1	Employees are rewarded based on performance.		3	3	43	54	103	<b>457</b>	<b>Very good</b>
3.2	Compensation packages encourage employees.			13	67	23	103	<b>422</b>	<b>Good</b>
3.3	Recognized and rewarded appropriately.		2	11	55	35	103	<b>432</b>	<b>Very good</b>
3.4	Profit sharing/bonuses.		1	11	55	36	103	<b>435</b>	<b>Very good</b>
3.5	Job performance is an important factor.			5	63	35	103	<b>442</b>	<b>Very good</b>
<b>4</b>	<b>Evaluation</b>								
4.1	Performance feedback and counselling.		1	13	64	25	103	<b>422</b>	<b>Good</b>
4.2	The evaluation data.		4	22	61	16	103	<b>398</b>	<b>Good</b>
4.3	There is regular evaluation for promotion.	1		24	62	16	103	<b>401</b>	<b>Good</b>
<b>5</b>	<b>Information</b>								
5.1	Employees can exercise independent thought and action.		1	13	74	15	103	<b>412</b>	<b>Good</b>

**Table 3 Result of Respondents Response HRM practices (Cont.)**

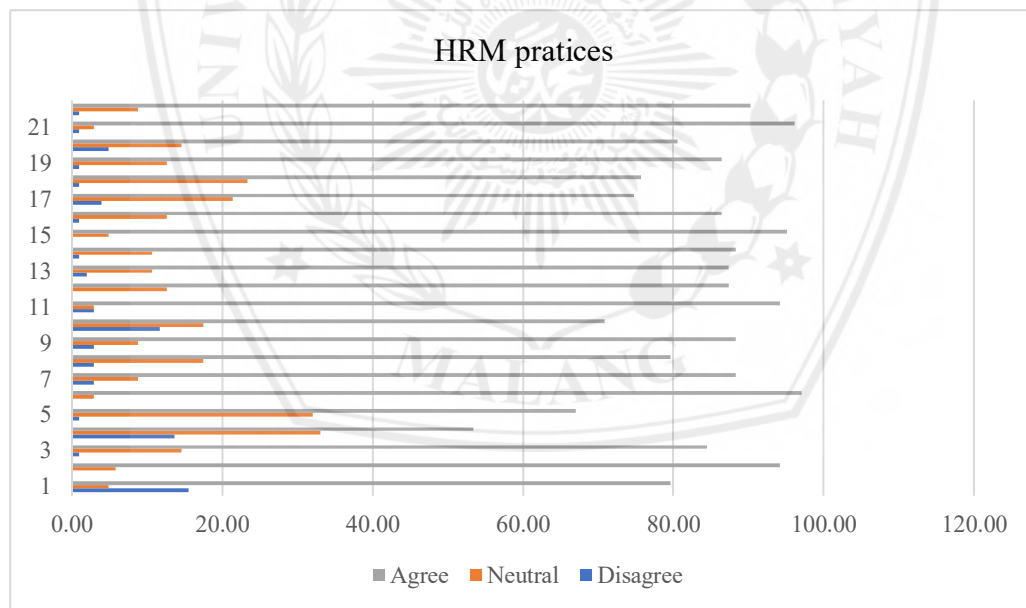
No.	Question/Question Item	SD	D	N	A	SA	Respondents	Total	Assessment
		1	2	3	4	5			
5.2	Information sharing in order to understand.		5	15	52	31	103	418	Good
<b>6</b>	<b>Communication</b>								
6.1	Employee's can communicate within the organization.		1	3	59	40	103	447	Very good
6.2	Regular staff meetings to encourage communication.		1	9	73	20	103	421	Good
	<b>Average</b>							<b>418.59</b>	<b>Good</b>

**Table 4 Summary of Respondents Response HRM practices**

No.	Question/Question Item	Percentage (%)			Respondents
		D	N	A	
<b>1</b>	<b>Recruitment</b>				
1.1	Advertisements are used new employee.	15.53	4.85	79.61	103
1.2	The selection system selects.	0.00	5.83	94.17	103
1.3	New recruits understand the organization.	0.97	14.56	84.47	103
1.4	Organization prefer to internally and externally.	13.59	33.01	53.40	103
1.5	Appointments in this organization.	0.97	32.04	66.99	103
<b>2</b>	<b>Training</b>				
2.1	Training needs are employees and boss.	0.00	2.91	97.09	103
2.2	Training incorporates the organization.	2.91	8.74	88.35	103
2.3	Criteria for training	2.91	17.48	79.61	103
2.4	Training programmes every year.	2.91	8.74	88.35	103
2.5	Budget dedicated to training every year.	11.65	17.48	70.87	103
<b>3</b>	<b>Compensation</b>				
3.1	Employees are rewarded based on performance.	2.91	2.91	94.17	103
3.2	Compensation packages encourage employees.	0.00	12.62	87.38	103
3.3	Recognized and rewarded appropriately.	1.94	10.68	87.38	103
3.4	Profit sharing/bonuses.	0.97	10.68	88.35	103
3.5	Job performance is an important factor.	0.00	4.85	95.15	103
<b>4</b>	<b>Evaluation</b>				

**Table 4 Summary of Respondents Response HRM practices (Cont.)**

No.	Question/Question Item	Percentage (%)			Respondents
		D	N	A	
4.1	Performance feedback and counselling.	0.97	12.62	86.41	103
4.2	The evaluation data.	3.88	21.36	74.76	103
4.3	There is regular evaluation for promotion.	0.97	23.30	75.73	103
<b>5</b>	<b>Information</b>				
5.1	Employees can exercise independent thought and action.	0.97	12.62	86.41	103
5.2	Information sharing in order to understand.	4.85	14.56	80.58	103
<b>6</b>	<b>Communication</b>				
6.1	Employee's can communicate within the organization.	0.97	2.91	96.12	103
6.2	Regular staff meetings to encourage communication.	0.97	8.74	90.29	103
<b>Average</b>		<b>3.22</b>	<b>12.89</b>	<b>83.89</b>	<b>103</b>



**Figure 1 Summary of Respondents Response HRM practices**

**Table 5 Result of Respondents Response e-HRM Implementation**

No.	Question/Question Item	SD	D	N	A	SA	Respon dents	Total	Assessm ent
		1	2	3	4	5			
	Does your company have a department dedicated to electronic Human Resource?	2	4	33	54	10	103	375	Good
<b>1</b>	<b>Adoption</b>								
1.1	e-HRM rapid and quick decision.		3	17	69	14	103	403	Good
1.2	Technology to improve quality.		2	10	61	30	103	428	Good
<b>2</b>	<b>Appropriation</b>								
2.1	Employee appreciate.		1	4	76	22	103	428	Good
2.2	e-HRM standard HR processes and practices.		2	18	71	12	103	402	Good
2.3	e-HRM software supports payroll issues.		3	33	49	18	103	391	Good
<b>3</b>	<b>User-satisfaction</b>								
3.1	Employees are satisfied technology system and system functionality.		3	24	60	16	103	398	Good
3.2	The employees are satisfied with their present Information Technology (e-HRM).		3	27	61	12	103	391	Good
3.3	Efficiency and productivity after start using Information System.		2	11	70	20	103	417	Good
<b>4</b>	<b>Ease of use</b>								
4.1	e-HRM clear to understandable.		1	18	65	19	103	411	Good
4.2	e-HRM is easy to use.		1	28	61	13	103	395	Good
4.3	It could be easy for personnel to be skillful at using e-HRM.			32	58	13	103	393	Good
<b>5</b>	<b>Usefulness</b>								
5.1	Using e-HRM to accomplish tasks quickly.			23	62	18	103	407	Good
5.2	Using e-HRM effectiveness in the job.		1	21	66	15	103	404	Good
5.3	Using e-HRM job performance.			18	67	18	103	412	Good
	<b>Average</b>							<b>403.67</b>	<b>Good</b>

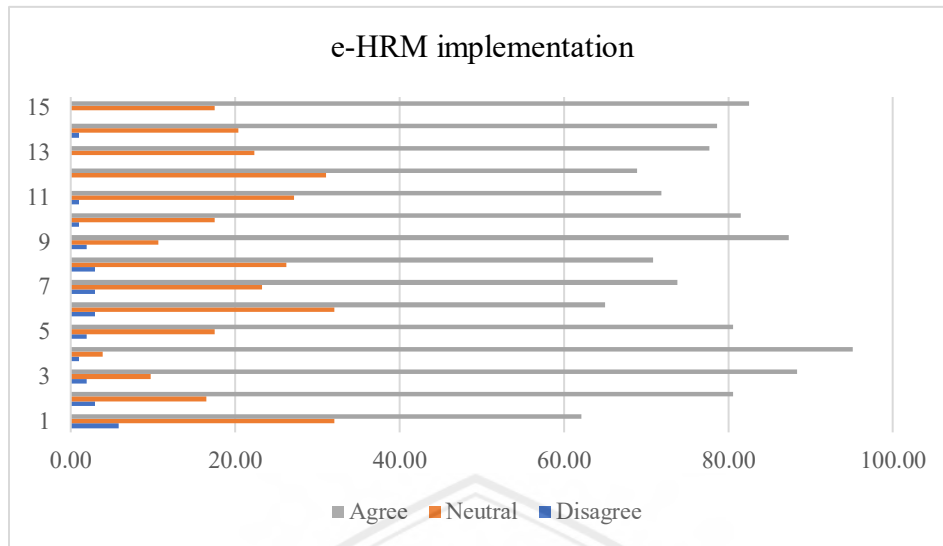


**Table 6 Result of Respondents Response e-HRM Implementation**

No.	Question/Question Item	SD	D	N	A	SA	Respondents	Total	Assessment
		1	2	3	4	5			
	Does your company have a department dedicated to electronic Human Resource?	2	4	33	54	10	103	375	Good
<b>1</b>	<b>Adoption</b>								
1.1	e-HRM rapid and quick decision.		3	17	69	14	103	403	Good
1.2	Technology to improve quality.		2	10	61	30	103	428	Good
<b>2</b>	<b>Appropriation</b>								
2.1	Employee appreciate.		1	4	76	22	103	428	Good
2.2	e-HRM standard HR processes and practices.		2	18	71	12	103	402	Good
2.3	e-HRM software supports payroll issues.		3	33	49	18	103	391	Good
<b>3</b>	<b>User-satisfaction</b>								
3.1	Employees are satisfied technology system and system functionality.		3	24	60	16	103	398	Good
3.2	The employees are satisfied with their present Information Technology (e-HRM).		3	27	61	12	103	391	Good
3.3	Efficiency and productivity after start using Information System.		2	11	70	20	103	417	Good
<b>4</b>	<b>Ease of use</b>								
4.1	e-HRM clear to understandable.		1	18	65	19	103	411	Good
4.2	e-HRM is easy to use.		1	28	61	13	103	395	Good
4.3	It could be easy for personnel to be skillful at using e-HRM.			32	58	13	103	393	Good
<b>5</b>	<b>Usefulness</b>								
5.1	Using e-HRM to accomplish tasks quickly.			23	62	18	103	407	Good
5.2	Using e-HRM effectiveness in the job.		1	21	66	15	103	404	Good
5.3	Using e-HRM job performance.			18	67	18	103	412	Good
	<b>Average</b>							<b>403.67</b>	<b>Good</b>

**Table 7 Summary of Respondents Response e-HRM Implementation**

No.	Question/Question Item	Percentage (%)			Respondents
		D	N	A	
	Does your company have a department dedicated to electronic Human Resource?	5.83	32.04	62.14	103
<b>1</b>	<b>Adoption</b>				
1.1	e-HRM rapid and quick decision.	2.91	16.50	80.58	103
1.2	Technology to improve quality.	1.94	9.71	88.35	103
<b>2</b>	<b>Appropriation</b>				
2.1	Employee appreciate.	0.97	3.88	95.15	103
2.2	e-HRM standard HR processes and practices.	1.94	17.48	80.58	103
2.3	e-HRM software supports payroll issues.	2.91	32.04	65.05	103
<b>3</b>	<b>User-satisfaction</b>				
3.1	Employees are satisfied technology system and system functionality.	2.91	23.30	73.79	103
3.2	The employees are satisfied with their present Information Technology (e-HRM).	2.91	26.21	70.87	103
3.3	Efficiency and productivity after start using Information System.	1.94	10.68	87.38	103
<b>4</b>	<b>Ease of use</b>				
4.1	e-HRM clear to understandable.	0.97	17.48	81.55	103
4.2	e-HRM is easy to use.	0.97	27.18	71.84	103
4.3	It could be easy for personnel to be skillful at using e-HRM.	0.00	31.07	68.93	103
<b>5</b>	<b>Usefulness</b>				
5.1	Using e-HRM to accomplish tasks quickly.	0.00	22.33	77.67	103
5.2	Using e-HRM effectiveness in the job.	0.97	20.39	78.64	103
5.3	Using e-HRM job performance.	0.00	17.48	82.52	103
	<b>Average</b>	<b>1.81</b>	<b>20.52</b>	<b>77.67</b>	<b>103</b>



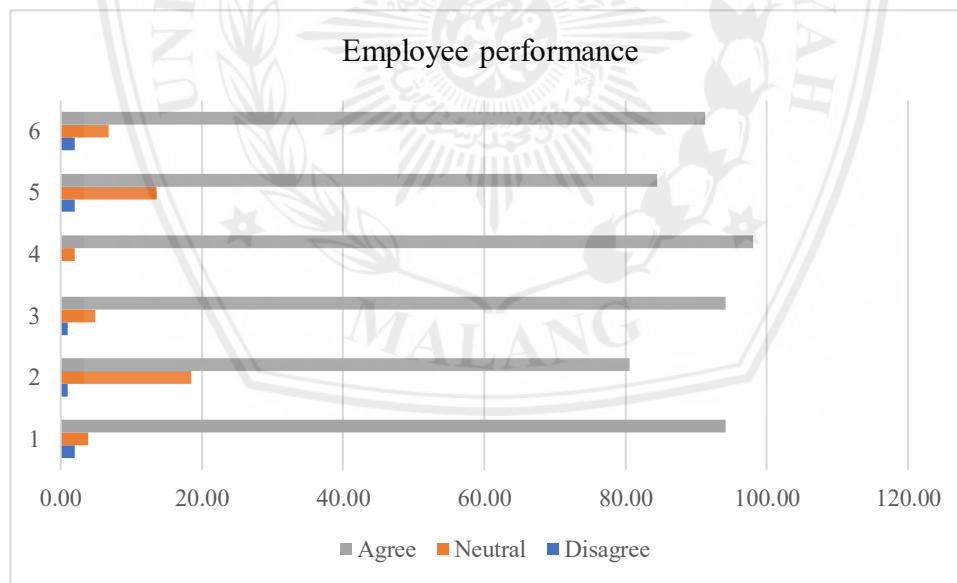
**Figure 2 Summary of Respondents Response e-HRM implementation**

**Table 8 Result of Respondents Response Employee Performance**

No.	Question/Question Item	SD	D	N	A	SA	Respon dents	Total	Assessment
		1	2	3	4	5			
<b>1</b>	<b>The amount of work</b>								
1.1	Employees are able to complete all the work that is the main task.		2	4	74	23	103	427	<b>Good</b>
1.2	The employee is able to complete the additional work given to him.		1	19	69	14	103	405	<b>Good</b>
<b>2</b>	<b>Quality of work</b>								
2.1	Employees are careful in working to minimize errors in the work.		1	5	74	23	103	428	<b>Good</b>
2.2	Employees are able to work in accordance with predetermined work standards.			2	80	21	103	431	<b>Good</b>
<b>3</b>	<b>Timeliness work completion</b>								
3.1	Employees are able to complete tasks on time in accordance with the provisions.		2	14	66	21	103	415	<b>Good</b>
3.2	Employees do not postpone the work that has been given.	1	1	7	72	22	103	422	<b>Good</b>
	<b>Average</b>							<b>421.33</b>	<b>Good</b>

**Table 9 Summary of Respondents Response Employee Performance**

No.	Question/Question Item	Percentage (%)			Respondents
		D	N	A	
<b>1</b>	<b>The amount of work</b>				
1.1	Employees are able to complete all the work that is the main task.	1.94	3.88	94.17	103
1.2	The employee is able to complete the additional work given to him.	0.97	18.45	80.58	103
<b>2</b>	<b>Quality of work</b>				
2.1	Employees are careful in working to minimize errors in the work.	0.97	4.85	94.17	103
2.2	Employees are able to work in accordance with predetermined work standards.	0.00	1.94	98.06	103
<b>3</b>	<b>Timeliness work completion</b>				
3.1	Employees are able to complete tasks on time in accordance with the provisions.	1.94	13.59	84.47	103
3.2	Employees do not postpone the work that has been given.	1.94	6.80	91.26	103
	<b>Average</b>	<b>1.29</b>	<b>8.25</b>	<b>90.45</b>	<b>103</b>



**Figure 3 Summary of Respondents Response employee performance**

## APPENDIX IV

### REGRESSION ANALYSIS RESULTS

#### 1. Reliability

##### HRM practices

Case Processing Summary

		N	%
Cases	Valid	103	100.0
	Excluded <sup>a</sup>	0	.0
	Total	103	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.753	7

Item Statistics

	Mean	Std. Deviation	N
Recruitment	19.48	2.222	103
Training	20.35	2.094	103
Compensation	21.24	2.060	103
Information	11.85	1.353	103
Evaluation	8.06	1.110	103
Communication	8.43	.903	103
HRM Practices	89.41	6.448	103

##### e-HRM implementation

Case Processing Summary

		N	%
Cases	Valid	103	100.0
	Excluded <sup>a</sup>	0	.0
	Total	103	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.748	6

**Item Statistics**

	Mean	Std. Deviation	N
e-HRM implementation	58.79	5.963	103
Adoption	8.07	1.050	103
Appropriation	3.80	.759	103
User-satisfaction	11.71	1.643	103
Ease of use	11.64	1.638	103
Usefulness	11.87	1.588	103

## Employee performance

**Case Processing Summary**

	N	%
Valid	103	100.0
Cases Excluded <sup>a</sup>	0	.0
Total	103	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.800	4

**Item Statistics**

	Mean	Std. Deviation	N
Employee performance	24.54	2.159	103
Amount of time	8.08	.987	103
Quality of work	8.34	.811	103
Timeliness	8.13	1.082	103

## 2. HRM practices

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.455 <sup>a</sup>	.207	.166	1.972

a. Predictors: (Constant), Evaluation, Recruitment, Compensation, Information, Training

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	98.443	5	19.689	5.064	.000 <sup>b</sup>
Residual	377.110	97	3.888		
Total	475.553	102			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Evaluation, Recruitment, Compensation, Information, Training

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.956	2.683		5.201	.000
Recruitment	-.084	.093	-.087	-.907	.367
Training	-.008	.117	-.007	-.066	.948
Compensation	.293	.107	.280	2.730	.008
Information	.281	.172	.176	1.634	.105
Evaluation	.351	.205	.180	1.709	.091

a. Dependent Variable: Employee performance

### 3. e-HRM implementation

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.386 <sup>a</sup>	.149	.105	2.043

a. Predictors: (Constant), Usefulness, Appropriation, Adoption, User-satisfaction, Ease of use

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	70.819	5	14.164	3.395	.007 <sup>b</sup>
Residual	404.734	97	4.173		
Total	475.553	102			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Usefulness, Appropriation, Adoption, User-satisfaction, Ease of use

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17.082	1.961		8.711	.000
Adoption	.247	.228	.120	1.085	.280
Appropriation	.098	.315	.034	.309	.758
User-satisfaction	.334	.157	.254	2.131	.036
Ease of use	.026	.159	.020	.165	.869
Usefulness	.075	.175	.055	.427	.670

a. Dependent Variable: Employee performance

#### 4. Employee performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.458 <sup>a</sup>	.210	.194	1.938

a. Predictors: (Constant), e-HRM implementation, HRM Practices

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	99.818	2	49.909	13.283	.000 <sup>b</sup>
Residual	375.735	100	3.757		
Total	475.553	102			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), e-HRM implementation, HRM Practices

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.426	2.831		3.682	.000
HRM Practices	.092	.032	.276	2.868	.005
e-HRM implementation	.100	.035	.275	2.861	.005

a. Dependent Variable: Employee performance